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WAR FOOD ADMINISTRATION  
Office of Distribution  
425 Wilson Building  
Dallas 1, Texas

July 26, 1944

CIVILIAN FOOD REQUIREMENTS DIVISION MEMORANDUM NO. E-2

Revision 1

Instructions for District Representatives

on Industrial Feeding Program

SECTION I Introduction.

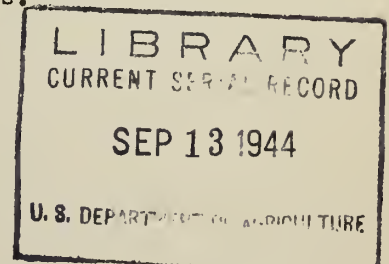
Increased emphasis being placed upon the development of proper feeding facilities for industrial workers requires a close integration of the Industrial Feeding Program with District Offices. These instructions define in general terms the duties which are to be performed by the Industrial Feeding Specialists and the administrative responsibilities to be performed by the District Offices.

SECTION II Program Objectives.

Broadly speaking, the objectives of the Industrial Feeding Program are:

1. The installation, expansion and improvement of industrial feeding facilities to provide food for workers in all plants where industrial feeding is practicable.
2. The provision, through industrial feeding facilities, of the food needed by industrial workers to maintain the highest efficiency in production.
3. The provision of assistance and advice to management and workers to assure the best possible use of available foods.

To achieve these objectives, it is extremely important that the regional and district representatives of the Office of Distribution have a full understanding of the method by which the program operates, as well as their responsibilities.



### SECTION III Function of the Office of Distribution.

The Office of Distribution function is (1) to direct and coordinate the program through regional and district offices, (2) to provide management with technical advice on organization and operation of industrial food services, and (3) to assist management wherever necessary with problems such as food supply, ration allotment, equipment priorities applications, personnel recruitment, and food education.

### SECTION IV Program Development.

The industrial feeding program is a war production program and many Federal agencies are concerned with it; however, the Office of Distribution, through the Civilian Food Requirements Division, is responsible for disseminating information and enlisting the cooperation of other Federal agencies and interested groups. The industrial feeding program is coordinated through the Inter-Agency Committee on Food for Workers, which includes representatives of WFA, OPA, WPB, WMC, the War and Navy Departments, Maritime Commission, FWA, ODT, FPFA, CWS, and the Area Representatives of the President's Committee on Congested Production Areas.

The Office of Price Administration is directly concerned with the program as a part of its institutional rationing program, as a means for providing necessary supplemental allowances without resorting to individual differential rationing, and is charged with the responsibility for maintaining reasonable prices.

War Production Board's interest is twofold: increased war production, and the manufacture and distribution of food preparation and service equipment.

The War Manpower Commission is concerned with the program because of its value in manpower stabilization and specifically in connection with the training, recruitment, and stabilization of manpower in food service operations.

War Department, Navy Department and Maritime Commission recognize the program as an important method of improving the efficiency of workers engaged in production of needed war supplies.

Federal Works Agency is concerned with industrial feeding because of its relation to community feeding problems, and its effect on the war public works program.



U. S. Public Health Service is concerned with industrial hygiene and other health and sanitation aspects of the program.

The Inter-Agency Committee in Washington determines policies. The Inter-Agency Committee established in the Southwest Region takes an active part in consideration of specific cases within the region. It is expected that such committees will also be formed in highly industrialized areas in the districts or in industrial localities in order that coordinated action from all agencies may be enlisted in activating the program. District Inter-Agency Committees are further discussed under the Responsibilities of District Representatives.

#### Procurement Agencies

The Industrial Feeding Program operates on a voluntary basis. However, the procurement agencies (War, Navy, Maritime) have been charged by the President with the responsibility for providing adequate feeding facilities in war plants under their jurisdiction, "in order to prevent unnecessary loss of man hours and productive effort in our essential industries and to increase the employment of women". In government owned plants the procurement agency may finance the food service installation. Federal financing is available to private plants, on sponsorship of a procurement agency, through the Defense Plant Corporation. Detailed information on financing installations will be provided by the Regional Office.

#### SECTION V Responsibilities of the Regional Office of Distribution.

The Industrial Feeding Program operates under the supervision of the Chief of the Civilian Food Requirements Division, who is responsible for the direction of all industrial feeding activities of the District Representatives. Industrial Feeding Specialists operate under the direction of the Chief of the Industrial Feeding Section and are charged with the technical supervision of the program within the region.

These specialists are available to survey plants and advise management on the organization and operation of industrial food services and on the conduct of integrated food education programs. They are responsible for advising on specific industrial feeding problems, e.g., facilities, food supply, food preparation and service, operations methods, and personnel.

District Representatives should handle technical matters only when requested by the Industrial Feeding Specialists to follow

through on specific problems, such as follow-up on menu changes, priority approval on equipment, etc.

## SECTION VI Responsibility of District Offices.

1. Public Relations. District Representatives should, when possible, attend meetings of local groups to inform them concerning the program. This requires that they keep sufficiently informed concerning the program in order to answer general inquiries from individuals and interested groups. Representatives should be actively concerned with the promotion of industrial feeding in the state and local agencies, such as War Boards, Civilian Defense Councils, Nutrition Committees, and Health Departments. The regional office should be advised of all relationships established and should be consulted when specific jurisdictional problems arise.
2. Knowledge of Industrial Plants. District Representatives should be currently informed of the extent and adequacy of in-plant feeding, particularly in the larger plants in their districts. The information may be obtained locally and from the regional office. It will be necessary to make reports on the status of local facilities when requested by the regional office.
3. Inter-Agency Committees. Upon authorization of the Regional Office, Representatives may establish and act as chairmen of district Inter-Agency Committees composed of local representatives of cooperating Federal agencies and such other state or local agency representation as may be advisable. It would be desirable to include representatives of labor and management on district committees. These committees serve to coordinate the activities of all agencies concerned with industrial feeding and related problems in an area. Regional representatives should attend the first meeting and the Regional Office should be advised of all future activities.
4. Initial Requests for Assistance. In developing the Industrial Feeding Program in the districts, Representatives may advise management and labor of the assistance available through initial contacts to plants where they find in-plant feeding facilities should be established or increased wherever advisable.

The District Representative may give Management assistance by furnishing such informational materials as may be available on the operation of the program, by outlining the assistance available through the regional industrial feeding

specialists, and in instances where technical assistance is required, arrange for the visit of an industrial feeding specialist.

The District Representative may assist groups of workers by furnishing such details of the program as are available for distribution by the District Representative, by outlining the types of assistance which can be furnished by the industrial feeding specialists, pointing out that this assistance is provided to plants only upon the specific written request of management or a procurement agency, and advise that the feeding problem should be brought to the attention of the nearest WPB Office of Labor Production Representative who can request technical assistance where it is believed that lack of adequate food service facilities adversely affects production.

When, as a result of the initial contacts made by the District Representative, Management desires the services of an industrial feeding specialist, these services should be requested by him on Form FDA 677 (see copy attached). This form is to be prepared in triplicate, with the original and one copy forwarded to the Regional Office.

Where necessary, field representatives of the WPB Office of Labor Production, VMC, the procurement or other cooperating agency will assist District Representatives in arranging clearance with Management for plant visits by industrial feeding specialists or other authorized representatives.

In making contacts Representatives are to avoid attempting to give any technical assistance in connection with feeding facilities. Whenever visits are made to plants, report such visits with an original and one copy to the Chief of the Civilian Food Requirements Division.

6. Relations with Industrial Feeding Specialists. Industrial Feeding specialists will notify District Representatives concerning any contemplated visit to a plant within the district, and shall work closely with the Representative during their visits to the district. District Representatives can furnish general assistance in the conduct of a survey, such as arranging appointments with management, transportation, clearance with plant officials, etc. It is recommended that District Representatives or the Assistant District Representative visit the plant with the Industrial Feeding Specialist occasionally in order to be familiar with the general plant situation and to be in a position to follow up where necessary.



At the conclusion of any plant visit copies of recommendations made to the plant by the Industrial Feeding Specialist will be furnished to the District Representative.

7. Follow Up on Recommendations to Management. Representatives should work closely with management to assist in carrying out Industrial Feeding Specialists' recommendations for improving food service operations. This may involve:

- (a) Assistance with food management and supply problems
- (b) Adjustments in ration allowances, in cooperation with OPA
- (c) Assistance in filing applications for equipment, in cooperation with WPB
- (d) Assistance in obtaining personnel, in cooperation with IIC (USES)
- (e) Assistance in conducting nutrition education programs for managers and cooks as well as plant workers, as an integral part of the food service operation in the plant.

8. Nutrition Committees. Where community education programs are needed to complement nutrition activities being carried out in the plants, the following general principles shall govern:

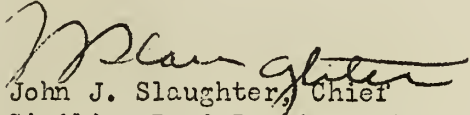
The Industrial Feeding Specialist should have the responsibility for development of such programs within the plant, but should not undertake community programs, the responsibility of such community programs lying with the Nutrition Committee. However, where there seems to be a need for a complementary educational program in a community, the District Representative may suggest to the State Nutrition Committee Chairman the need for a community education program.

9. Food Supply Problems. Representatives shall work directly with the management of the industrial feeding establishment in connection with food procurement.

- (a) Food Shortages: When an industrial feeding establishment is experiencing difficulty in procuring food, and the problem does not involve a question of ration points, efforts shall be made to eliminate the food shortage in line with established procedure. Where ration points are a problem, this matter should be handled by the industrial feeding specialist.



- (b) Food Promotion: Campaigns to promote consumption of foods in abundant supply in individual feeding establishments may be taken up directly with industrial feeding establishment managers the same as any other food handlers, etc.

  
John J. Slaughter, Chief  
Civilian Food Requirements Division

Attachment



WAR FOOD ADMINISTRATION  
Office of Distribution

Industrial Feeding Program Request for Technical Assistance

Date \_\_\_\_\_

To: War Food Administration  
Office of Distribution

From: Name \_\_\_\_\_ Title \_\_\_\_\_  
Agency \_\_\_\_\_  
Address \_\_\_\_\_

1. Name of Company \_\_\_\_\_ Product \_\_\_\_\_  
Address \_\_\_\_\_ State \_\_\_\_\_

Utilization of the technical services of Office of Distribution Industrial Feeding Specialists was approved by \_\_\_\_\_ Title \_\_\_\_\_

(responsible plant official)

( ) By written request (copy attached)

( ) Orally, (date) \_\_\_\_\_

2. Type of assistance requested. Check problems involved, e.g.,  
Food supply \_\_\_\_\_, food preparation \_\_\_\_\_, rationing \_\_\_\_\_, facilities \_\_\_\_\_,  
operation of food service \_\_\_\_\_, manpower \_\_\_\_\_, nutrition education \_\_\_\_\_,  
other \_\_\_\_\_

Comments \_\_\_\_\_

3. Number of workers  
Total \_\_\_\_\_ Men \_\_\_\_\_ Women \_\_\_\_\_  
1st shift (day) \_\_\_\_\_ 2nd shift \_\_\_\_\_ 3rd shift \_\_\_\_\_

4. Type of industrial food services \* at present  
(Check all that apply, indicating the number of units, if more than one)

- a. \_\_\_\_\_ None
- b. \_\_\_\_\_ Cafeteria or Restaurant
- c. \_\_\_\_\_ Lunch Counter, Lunch Stand or Canteen
- d. \_\_\_\_\_ Food Wagons
- e. \_\_\_\_\_ Dispensers (other than candy or soft drinks)
- f. \_\_\_\_\_ Boxed Lunch Concession (sold to employees outside of plant)
- g. \_\_\_\_\_ Other (specify) \_\_\_\_\_

5. Are food services mentioned on plant property? \_\_\_\_\_

\* An industrial food service operation can be defined as an operation which supplies food primarily to industrial workers in or adjacent to an industrial plant; and which is operated by the plant management or its employees or through contract with management or any other responsible group within the plant acting with the consent of management.

(Over)

6. Method of Operation

- a. \_\_\_\_\_ Management
- b. \_\_\_\_\_ Industrial Feeding Contractor
- c. \_\_\_\_\_ Employee Group
- d. \_\_\_\_\_ Other (specify) \_\_\_\_\_

If industrial feeding contractor, give name and address of home office.

7. Usual Length of workers' lunch period? \_\_\_\_\_ minutes.

8. Comments on adequacy and increasing utilization of present facilities.

9. At present, approximately how many production workers use in-plant facilities on each shift?

1st shift (day) \_\_\_\_\_ 2nd shift \_\_\_\_\_ 3rd shift \_\_\_\_\_

10. Comments on adequacy of nearby commercial eating places serving mid-shift meals to workers.

11. Endorsement of reporting official indicating relation of feeding problems to production, manpower or health situation.